

7 DEC 1972

MEMORANDUM FOR: Chief, Real Estate and Construction Division, OL

Dear Glenn:

I write to follow through on the matter we spoke of the other day, i.e., your undertaking a course of action that would see us reconstituting within the Headquarters Building the computer and allied centers. My thoughts on the matter as to how to proceed are as follows.

As the first step, I would see you undertaking the development of that which I would identify as a "concept paper." The paper should initially state the assumptions upon which the [] is postulated. Some, but certainly not all, of those assumptions are:

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a. It does not appear that in the relatively near future any Director will strike for the construction of a special-purpose building which, give or take something, will run \$30 million on up.

b. The current computer centers are unbalanced in space utilization, i.e., OCS is cramped and CRS is relatively luxurious.

c. The manner in which the computer centers have been brought into existence, our increase in knowledge in how to build them, and advances in the state of the art make certain of our computer centers today obsolete and, to a degree, a perilous picture because of the type of computer flooring and the extent and type of the utilities apparatus buried below the floor. In connection with this assumption, choose your words very wisely so they do not backfire on us and lead someone to ask how it has ever been tolerated.

d. Make light reference to past endeavors toward either consolidation of or contiguous location of various computer entities.

Following that I would see being developed the thesis that it no longer makes any sense to take an isolated and incremental approach to any computer

center expansion. In lieu of that, an entire systems approach will have to be undertaken with its goal being, in the physical sense, the entire reestablishment of the "computer community" of the Agency. Just to deviate for a moment, I believe there is some therapy in using the term "computer community" in the Agency. It drives home the original separatist philosophy that erroneously guides Agency management in all things pertaining to computers.

Having then established the point that the incremental approach is no longer valid, then develop the [] " i.e., for some period of time STAT move large numbers of people out of the Headquarters Building, gut what we have in the way of computer centers, reestablish them in a coherent and modern sense, and then get people back into the building. I am not sure what you have in mind in the way of specifics for the area of relocation. I think it would be a shame, however, if the latest center, i.e., CRS, could not be contained in the parameters of your new computer area.

I would next see you, in a rather general sense, trying to size the problem. By this I mean, some gross estimates as to time involved, order of magnitude of funds, numbers of people to be temporarily moved out, amount of space needed to house those moved out (including funds for the additional temporary real estate) etc. I believe it would also be appropriate in this section of the paper to state that it does appear our basic existing utility base is sufficient to support the proposal.

I would then see the paper concluded by reiterating we are presenting a concept for consideration and discussion by senior management. If favorable consideration is given, then state that the next logical step is a feasibility study to identify with much more preciseness many things contained in the concept paper. Also take a position as to what would be involved in the feasibility study, i.e., could it be done with existing in-house personnel assets, would you want to hire one or two short-range contract personnel, would you want some A&E money, etc.

What I have endeavored to do here is establish some definitions for proceeding with your very appropriate thought. After reading this, let's get together, give me any additional facts, and then get underway.

15 Jack B.
John F. Blake
Director of Logistics